



KELLY INDONESIA  
**2016 SALARY GUIDE**

**KELLY**<sup>®</sup>

# KELLY IN INDONESIA

As a global leader in providing workforce solutions, Kelly Services, Inc. (Nasdaq: KELYA, KELYB) and its subsidiaries, offer a comprehensive array of outsourcing and consulting services as well as world-class staffing on a temporary, temporary-to-hire, and direct-hire basis. Kelly® has a role in managing employment opportunities for more than one million workers around the globe by employing 550,000 of these individuals directly with the remaining workers engaged through its talent supply chain network of supplier partners. Revenue in 2014 was \$5.6 billion.

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# EXECUTIVE OVERVIEW

Kelly Services is pleased to present the Indonesia Salary Guide 2016. The salary ranges in this Guide are based on actual transactions between employers and employees of Kelly Services Indonesia and represent a reflection of the job marketplace.

Indonesia is Southeast Asia's largest economy and the world's fourth most populous country with almost 250 million people. Its economy has grown rapidly, though it is now expected to continue at more modest levels, with the Finance Ministry projecting 5.5 per cent for 2016.

This growth will be supported by government expenditure with a higher budget than in previous years and by investments resulting from stimulus packages, deregulation and simplified business permit procedures. Domestic consumption is expected to grow 5 per cent, at a similar pace as last year. Inflation remains stable at 4.7 per cent. 6 priority sectors for investment including;

1. Infrastructure,
2. Agriculture,
3. Manufacturing Industry,
4. Maritime Industry,
5. Tourism,
6. SEZ (Special Economic Zone) & Industrial park

With a sizeable population, Indonesia has one of the largest labour forces in the world. The population continues to grow, rendering a demographic dividend, though a large proportion of the workforce comprises low-skilled labour.

There is a limited availability of workers with more diverse skills and formal work experience, particularly in rural areas, where education is poorer. Indonesia also has a low rate of female labour force participation. However, increasingly large numbers of students are graduating with technical and specialised degrees, such as science and engineering, which improve their employability and helping businesses be less reliant on foreign skilled workers.

Today's competitive advantage lies in understanding where different types of talent come from, how to attract and engage them, and—most importantly—how to design a roadmap for incorporating talent into an organisation's business processes, decisions, and planning.

On this note, I am proud to present the Kelly Indonesia Salary Guide 2016 which offers a look at our business landscape, market insights and trends of key industries that are currently driving the nation's economy. I hope this Guide will serve as a useful tool for your talent compensation planning.

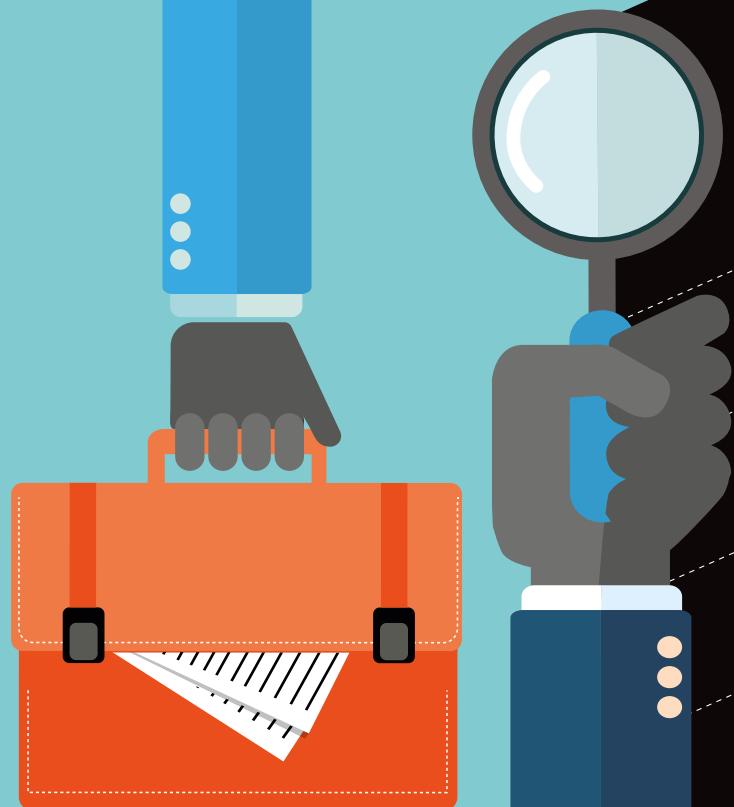
My team and I are ready to assist you with specific queries you may have on our sectors of specialisations within Indonesia. There are many aspects which make an employee productive; a competitive salary is one of them. I hope this effort of ours provides you that crucial input.



**Bernadette Themes**

VP & Managing Director,  
Kelly Services Indonesia

# 2016 SALARY AND HIRING OUTLOOK



## TOP 5 HIGHEST PAYING INDUSTRIES



**Oil & Gas**



**Financial Services Industry**



**Hi-Tech**



**E-Commerce**



**Infrastructure**

## INDUSTRIES EXPECTING FINANCIAL GROWTH IN 2016



## HOT JOBS FOR 2016

### Project Manager

IDR 45,000,000 – 85,000,000

### Operations GM

IDR 60,000,000 – 90,000,000

### Finance Manager

IDR 20,000,000 – 35,000,000

### Logistics Manager

IDR 22,000,000 – 40,000,000

### Call Centre Supervisor

IDR 5,000,000 – 8,500,000

### Content Manager

IDR 20,000,000 – 40,000,000

### Production Engineer

IDR 35,000,000 – 75,000,000

### Senior Estimator

IDR 12,000,000 – 25,000,000

### Supply Chain Customer Service

IDR 20,000,000 – 25,000,000

### Recruiter / Talent Acquisition Specialist

IDR 8,000,000 – 25,000,000

### IT Project Lead

IDR 15,000,000 – 35,000,000

### Warehouse Supervisor

IDR 10,000,000 – 15,000,000

### Customer Service Executive

IDR 4,000,000 – 6,000,000

# SALARIES:

CALL CENTRE

FMCG

HUMAN RESOURCES

OFFICE SUPPORT

RETAIL

PROCUREMENT, SUPPLY CHAIN & LOGISTICS

SALES, MARKETING & ADVERTISING

TELECOMMUNICATION



# CALL CENTRE

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Call Centre Manager / Head	S1	5-10	18,000,000	30,000,000
Call Centre Supervisor / Team Leader	S1	3-5	5,000,000	8,500,000
Call Centre Trainers	S1	2-3	5,500,000	9,000,000
Receptionist	S1	1-2	3,000,000	4,000,000
Call Centre Customer Service Officer - Inbound	S1	2-3	4,000,000	5,500,000
Call Centre Customer Service Officer - Outbound	S1	1-2	3,500,000	4,000,000
Call Center Operations Manager	S1	3-4	15,000,000	18,000,000
IT Helpdesk	S1	1-2	4,000,000	5,500,000
Call Centre Quality Assurance - Outbound	S1	1-2	3,500,000	5,000,000
Call Centre Quality Assurance - Inbound	S1	1-2	3,500,000	5,000,000

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Product Innovation Manager	S1	10+	15,000,000	22,000,000
Operation General Manager	S1	15+	60,000,000	80,000,000
International General Manager	S1	15+	40,000,000	60,000,000
Supply Chain Customer Service	S1	10+	20,000,000	25,000,000
Commercial Accountant	S1	10+	20,000,000	25,000,000
Document Control Officer	S1	2-4	3,000,000	4,000,000
Billing Admin	S1	2-4	3,000,000	4,000,000
Encoder	S1	2-4	3,000,000	4,000,000
Marketing Manager	S1	15+	50,000,000	80,000,000
Product Manager	S1	10+	20,000,000	40,000,000
Plant Manager	S1	15+	40,000,000	60,000,000
Sales Modern Market	S1	15+	50,000,000	70,000,000

# HUMAN RESOURCES

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Human Resources Assistant Manager	S1	5-10	10,000,000	17,000,000
Human Resources Officer / Executive / Senior Executive	S1	3-6	8,000,000	20,000,000
Compensation & Benefits Specialist	S1	3-6	8,000,000	25,000,000
Learning & Development Manager	S1	5-8	17,000,000	35,000,000
Training Executive / Senior Executive	S1	2-5	5,000,000	12,000,000
Regional Human Resources Director	S1	10+	135,000,000	250,000,000
Human Resources Director (Local)	S1	10+	50,000,000	200,000,000
Human Resources Lead	S1	5-10	50,000,000	90,000,000
Human Resources Manager (Local) / Human Resources Business Partner	S1	5-10	25,000,000	75,000,000
Human Resources Generalist	S1	10+	16,000,000	40,000,000
Human Resources Generalist	S1	5-10	8,500,000	15,000,000
Head of Organization Development	S1	10+	40,000,000	75,000,000
Organization Development Manager	S1	5-10	25,000,000	40,000,000
Head of Recruitment / Talent Acquisition	S1	10+	40,000,000	60,000,000
Manager - Recruitment / Talent Acquisition	S1	5-10	15,000,000	35,000,000
Recruiter / Talent Acquisition Specialist	S1	3-5	8,000,000	25,000,000
Head of Compensation & Benefits	S1	10+	30,000,000	75,000,000
Manager - Compensation & Benefits	S1	5-10	25,000,000	40,000,000
Compensation & Benefits Analyst	S1	3-5	7,000,000	18,000,000
Compensation & Benefits Specialist	S1	3-6	9,000,000	25,000,000
Training Director	S1	10+	60,000,000	90,000,000
Training Manager	S1	5-8	20,000,000	35,000,000
Training Executive / Senior Executive	S1	2-5	5,500,000	12,000,000
Learning & Development Manager	S1	5-8	18,000,000	35,000,000
Human Resources Assistant Manager	S1	5-10	10,000,000	30,000,000
Human Resources Officer / Executive / Senior Executive	S1	3-6	8,000,000	20,000,000

# OFFICE SUPPORT

		QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
				MIN	MAX
	Administration / Office Manager	S1	7+	15,000,000	30,000,000
	Personal Assistant	S1 / D3	7+	15,000,000	28,000,000
	Administrative Assistant / Coordinator	S1	1-3	4,000,000	6,000,000
	Executive Secretary	S1 / D3	5+	9,000,000	18,000,000
	Secretary	S1 / D3	2-5	4,500,000	8,000,000
	Receptionist / Front Office Assistant	S1	1-3	3,500,000	4,500,000
	Mail Room Assistant	S1 / D3	1-2	2,700,000	3,500,000
	Marketing Administrator	S1 / D3	1-3	3,000,000	4,000,000
	Project Administration / Project Assistant	S1 / D3	2-4	3,500,000	6,000,000

# RETAIL

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Head of Internal Audit	S1	10	50,000,000	80,000,000
Procurement Manager	S1	5	20,000,000	25,000,000
Merchandising Manager	S1	5	17,000,000	25,000,000
Finance and Accounting Manager	S1	5	22,000,000	25,000,000
Floor Manager	S1	3	7,000,000	11,000,000
Assistant Merchandiser	S1	3	10,000,000	15,000,000
Junior Marketing Manager	S1	3	10,000,000	12,000,000
Brand Manager	S1	5	15,000,000	20,000,000
Buying Manager	S1	7	25,000,000	30,000,000
General Manager - Fashion	S1	10	35,000,000	40,000,000
IT Manager	S1	10	30,000,000	40,000,000
Human Resources Director	S1	15+	90,000,000	150,000,000
General Manager - Human Resources	S1	12+	40,000,000	70,000,000
Operation Director	S1	15+	100,000,000	150,000,000
Store General Manager	S1	10+	40,000,000	60,000,000
Business Development Director	S1	15+	80,000,000	125,000,000
Store Development Manager	S1	10+	25,000,000	50,000,000

# PROCUREMENT, SUPPLY CHAIN & LOGISTICS

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Distribution Manager	S1	6-7	25,000,000	35,000,000
Shipping Supervisor	S1	4-5	6,500,000	10,000,000
Shipping Assistant	S1	1-3	3,500,000	5,000,000
Operations Executive	S1	2-3	4,500,000	7,000,000
Warehouse Manager	S1	4-5	10,000,000	25,000,000
Warehouse Supervisor	S1	3-5	10,000,000	15,000,000
Warehouse / Store Assistant	S1	1-3	3,500,000	5,000,000
<b>OPERATIONS / SHIPPING</b>				
Operations Director	S1	10-15	60,000,000	90,000,000
Commercial Director	S1	10-15	60,000,000	100,000,000
Shipping Manager	S1	6-8	25,000,000	40,000,000
Operations Manager - Sea Freight / Ocean Freight	S1	6-8	25,000,000	35,000,000
Operations Manager - Airfreight	S1	6-8	25,000,000	35,000,000
Cold Hub Manager	S1	6-8	25,000,000	35,000,000

# PROCUREMENT, SUPPLY CHAIN & LOGISTICS

PURCHASING	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Commercial Manager	S1	5-8	25,000,000	35,000,000
Commercial Specialist	S1	2-4	6,000,000	10,000,000
Customer Service Manager	S1	5-8	20,000,000	35,000,000
Order Fulfillment Manager	S1	5-8	25,000,000	30,000,000
Sales & Order Management Manager	S1	5-8	20,000,000	22,000,000
Logistics Manager	S1	6-10	22,000,000	40,000,000
Logistics Analyst	S1	3-5	12,000,000	15,000,000
Logistics Specialist	S1	2-4	7,500,000	10,000,000
Supply Chain Manager	S1	6-10	40,000,000	80,000,000
Demand Planner	S1	2-4	7,500,000	15,000,000
Supply Planner	S1	2-4	7,500,000	15,000,000
Material Planner	S1	2-4	7,500,000	15,000,000
Inventory Manager	S1	6-10	20,000,000	25,000,000
Procurement / Purchasing Manager / Director	S1	10-12	60,000,000	90,000,000
E-procurement Manager	S1	6-10	20,000,000	40,000,000
Sourcing Manager	S1	6-10	25,000,000	40,000,000
Strategic Procurement Manager	S1	6-10	25,000,000	50,000,000
Business processes Improvement Manager	S1	6-10	25,000,000	50,000,000
Marketing Communication Executive	S1	1+	3,000,000	4,000,000
Finance Admin	S1	1+	4,000,000	5,000,000
Telesales Officer	S1	1+	3,000,000	4,000,000

# SALES, MARKETING & ADVERTISING

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Advertising Manager	S1	4-5	15,000,000	23,000,000
Marketing Communication Manager	S1	7+	30,000,000	50,000,000
Marketing Communication Director / Head	S1	12+	60,000,000	110,000,000
Customer Service Executive	S1	2-3	4,000,000	6,000,000
Marketing Director	S1	12+	100,000,000	200,000,000
Marketing Manager	S1	7+	30,000,000	60,000,000
Marketing Assistant Manager / Manager	S1	4-5	8,000,000	15,000,000
Marketing Executive / Senior Executive	S1	2-5	4,000,000	12,000,000
Market Researcher	S1	2-4	5,000,000	8,000,000
Public Relations Manager	S1	5-7	20,000,000	35,000,000
Public Relations Executive	S1	1-3	4,000,000	10,000,000
Sales Director	S1	10+	100,000,000	175,000,000
Sales Manager	S1	10+	25,000,000	45,000,000
Sales Manager	S1	5-7	20,000,000	60,000,000
Sales Executive	S1	1-3	4,000,000	7,000,000
Sales Coordinator	S1	2-4	5,000,000	10,000,000
Sales Promotor	S1	1-2	2,700,000	3,000,000
General Manager	S1	12+	90,000,000	160,000,000
Sales / Key Account Manager	S1	5+	17,000,000	35,000,000
Brand Manager	S1	4-8	15,000,000	40,000,000
Product Manager	S1	4-8	20,000,000	40,000,000
Digital Marketing Manager	S1	5+	18,000,000	30,000,000

# TELECOMMUNICATION

		QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
				MIN	MAX
	Account Director	S1	+10	60,000,000	120,000,000
	Senior Account Manager	S1	7-10	35,000,000	75,000,000
	Account Manager	S1	5-7	20,000,000	50,000,000
	Product Development Manager	S1	5-8	17,000,000	30,000,000
	Billing Manager	S1	5-8	17,000,000	35,000,000
	Business Analyst	S1	3-5	17,000,000	28,000,000
	Project Management Analyst	S1	3-5	17,000,000	25,000,000
	Project Manager	S1	10-15	40,000,000	70,000,000
	VAS Senior Manager	S1	10+	50,000,000	80,000,000
	Senior Radio Frequency Engineer	S1	5-10	40,000,000	60,000,000
	Head of PMO	S1	3-5	10,000,000	15,000,000
	Site Administrator	S1	10-15	50,000,000	65,000,000
	General Manager - Logistic	S1	10+	30,000,000	50,000,000
	Academy Learning Manager	S1	7+	20,000,000	30,000,000
	Human Resources Operation Expert	S1	3+	4,000,000	5,000,000
	Document Control	S1	1-3	3,000,000	5,000,000
	Tax Admin	S1	1-3	3,500,000	5,000,000
	Contract Administration - Legal	S1	1-3	3,500,000	5,000,000
	Accounting Staff	S1	1-3	2,700,000	3,500,000

# BANKING AND FINANCE INDUSTRY

Indonesia has over 120 banks, though the big four, Bank Mandiri, Bank Central Asia, Bank Rakyat Indonesia and Bank Negara Indonesia, account for 40 per cent of total banking assets. Net interest margins remain healthy at 5 per cent, and loan growth is expected to accelerate. Economic growth for 2016 however is expected to be muted at 5.5 per cent, as exports remain weak even as interest rates remain high.

Non-performing loans (NPL) have risen marginally, at 2.6 per cent of total loans in mid-2015, up from 2.2 per cent in 2014, and are likely to rise further this year. While NPLs are still manageable, credit growth has slowed at the smaller banks, cutting into their earnings. Commodity sectors such as mining are facing pressure due to low commodity prices, with NPLs running at 3.5 per cent, while real estate and construction is another source of risk, with official NPL close to 6 per cent.

The low penetration of insurance in Indonesia, at 2.51 per cent, continues to be a source of opportunity for the finance industry, as the rapidly growing middle classes require more than just banking services and need help protecting their assets. Many small and medium enterprises also express interest in getting insurance protection.

Islamic finance is another opportunity, with Indonesia's Islamic banking assets having grown rapidly from Rp 100 trillion in 2010 to Rp 279 trillion in 2014. Islamic finance lags conventional banking, holding only 4.7 per cent of the country's bank assets, while other Muslim-majority countries such as Malaysia has a 20 per cent market share and Saudi Arabia over 50 per cent.

CAGR (04 – 08)  
Revenue 20%  
PBT 15%

H1 09 v H1  
Revenue  
PBT



# ACCOUNTING & FINANCE

COMMERCE & INDUSTRY	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Finance Director / Chief Financial Officer	S1	12+	120,000,000	250,000,000
Financial Controller	S1	10-12	80,000,000	110,000,000
Senior Finance Manager	S1	8-10	40,000,000	75,000,000
Finance Manager	S1	6-7	20,000,000	35,000,000
Senior Management Accountant	S1	5-7	17,000,000	25,000,000
Senior Financial Accountant	S1	5-7	18,000,000	25,000,000
Financial Accountant	S1	3-5	8,500,000	15,000,000
Financial Analyst	S1	3-7	10,000,000	25,000,000
Senior Treasury Manager	S1	7+	40,000,000	70,000,000
Treasury Manager	S1	5-7	20,000,000	35,000,000
Internal Audit Manager	S1	5-8	15,000,000	20,000,000
Head of Internal Audit	S1	8+	35,000,000	80,000,000
Tax Senior Manager	S1	8+	35,000,000	75,000,000
Tax Manager	S1	5-7	18,000,000	30,000,000
Tax Accountant	S1	3-5	7,000,000	15,000,000
PRIVATE PRACTICE (AUDIT)				
Director	S1	10+	80,000,000	130,000,000
Senior Manager	S1	8-10	30,000,000	70,000,000
Manager	S1	5-8	25,000,000	30,000,000
Senior Associate / Assistant Manager	S1	3-5	12,000,000	20,000,000
Consultant	S1	1-3	5,000,000	10,000,000

# ACCOUNTING & FINANCE

		QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
				MIN	MAX
	<b>ADVISORY PRACTICES</b>				
	Director	S1	10+	100,000,000	160,00,000,00
	Senior Manager	S1	8-10	60,000,000	90,000,000
	Manager	S1	5-8	30,000,000	50,000,000
	Consultant	S1	1-3	10,000,000	15,000,000
	<b>TAX</b>				
	Director	S1	10+	80,000,000	130,000,000
	Senior Manager	S1	8-10	35,000,000	70,000,000
	Manager	S1	5-8	30,000,000	35,000,000
	Senior Associate / Assistant Manager	S1	3-5	17,000,000	30,000,000
	Consultant	S1	1-3	5,000,000	10,000,000
	Accounts Payable Manager	S1	5-6	15,000,000	25,000,000
	Accounts Supervisor	S1	2-4	10,000,000	15,000,000
	Accountant	S1	4-5	7,000,000	10,000,000
	Accounts Assistant	S1	1-3	4,000,000	6,000,000
	Accounts Clerk	S1	1-3	4,000,000	4,000,000
	Credit Control Manager	S1	4-6	15,000,000	25,000,000
	Credit Control Officer	S1	2-4	4,500,000	10,000,000
	Credit Control Clerk	S1	1-2	3,500,000	4,000,000
	Administrator	S1	3-5	4,000,000	5,000,000
	Auditor	S1	2-4	8,000,000	12,000,000
	Financial Analyst	S1	2-3	6,000,000	10,000,000
	Payroll Clerk	S1	1-2	3,500,000	4,500,000

# BANKING & INSURANCE

		QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
				MIN	MAX
	Bank Teller	S1	1-3	3,000,000	4,500,000
	Customer Service Officer	S1	2-3	4,000,000	6,000,000
	Bank Auditor	S1	2-3	5,500,000	8,000,000
	Collection / Debt Recovery Officer	S1	1-3	3,000,000	4,500,000
	Compliance Officer	S1	2-3	5,500,000	8,000,000
	Personal Financial Consultant / Personal Banker	S1	2-3	5,000,000	7,500,000
	Bank Operations Officer	S1	0-1	2,200,000	3,500,000
	Trade Finance Officer	S1	1-2	3,500,000	5,000,000
	Trade Finance Clerk	S1	2-3	3,000,000	5,000,000
	Priority Acquisition Officer	S1	2-3	3,000,000	6,500,000
<b>BANKING – ACCOUNTING &amp; FINANCE</b>					
	Finance Director / Chief Financial Officer	S1	12+	120,000,000	250,000,000
	Financial Controller	S1	10-12	70,000,000	110,000,000
	Senior Finance Manager	S1	8-10	45,000,000	60,000,000
	Finance Manager	S1	6-8	25,000,000	40,000,000
	Head Product Control	S1	10+	50,000,000	90,000,000
	Senior Product Controller	S1	5-10	30,000,000	50,000,000
	Product Controller	S1	2-5	12,000,000	18,000,000
	Senior Treasury Manager	S1	10+	45,000,000	70,000,000
	Treasury Manager	S1	7-10	30,000,000	40,000,000
	Treasury Accountant	S1	4-6	8,000,000	18,000,000
	Head of Tax	S1	10+	50,000,000	80,000,000
	Tax Manager	S1	7-10	10,000,000	20,000,000
	Tax Accountant	S1	2-5	4,500,000	15,000,000
	Head of Internal Audit	S1	10+	50,000,000	85,000,000
	Senior Audit Manager	S1	7-10	25,000,000	45,000,000
	Audit Manager	S1	5-7	15,000,000	30,000,000
	Assistant Audit Manager	S1	3-5	7,000,000	15,000,000

# BANKING & INSURANCE

		QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
				MIN	MAX
	<b>BANKING – MIDDLE OFFICE (CREDIT)</b>				
	Head of Credit	S1	12+	80,000,000	120,000,000
	Senior Vice President - Credit	S1	10+	60,000,000	80,000,000
	Vice President - Credit	S1	7+	45,000,000	60,000,000
	Associate Vice President - Credit	S1	4-7	25,000,000	35,000,000
	Senior Associate - Credit	S1	2-4	20,000,000	25,000,000
	<b>Head of Risk Management</b>	S1	12+	80,000,000	120,000,000
	Senior Vice President - Risk Management	S1	10+	60,000,000	80,000,000
	Vice President - Risk Management	S1	7+	45,000,000	60,000,000
	Associate Vice President - Risk Management	S1	4-7	20,000,000	25,000,000
	Senior Associate - Risk Management	S1	2-4	20,000,000	25,000,000
	<b>Head of Compliance</b>	S1	12+	80,000,000	110,000,000
	Senior Vice President - Compliance	S1	10+	60,000,000	80,000,000
	Vice President - Compliance	S1	7+	45,000,000	60,000,000
	Associate Vice President - Compliance	S1	4-7	30,000,000	50,000,000
	Senior Associate - Compliance	S1	2-4	15,000,000	30,000,000
	<b>SETTLEMENTS</b>				
	Manager	S1	4+	25,000,000	40,000,000
	<b>TRADE SUPPORT</b>				
	Head	S1	9+	45,000,000	60,000,000
	Senior Analyst	S1	3-5	10,000,000	25,000,000
	<b>OPERATIONS</b>				
	Director	S1	15+	150,000,000	300,000,000
	General Manager	S1	10+	60,000,000	80,000,000
	Manager	S1	5-10	30,000,000	50,000,000
	Senior Analyst	S1	3-5	15,000,000	30,000,000

# BANKING & INSURANCE

		QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
				MIN	MAX
<b>INSURANCE ACTUARIAL</b>					
	Senior Vice President	S1	12+	70,000,000	100,000,000
	Vice President	S1	10+	40,000,000	65,000,000
	Senior Manager	S1	7+	30,000,000	35,000,000
	Manager	S1	5-7	20,000,000	35,000,000
<b>UNDERWRITING / CLAIMS</b>					
	Director	S1	8-10+	70,000,000	110,000,000
	Manager	S1	5+	30,000,000	50,000,000
	Assistant Manager	S1	3-5	20,000,000	35,000,000
<b>CONSUMER / RETAIL BANKING</b>					
	Product Development Manager	S1	10+	25,000,000	40,000,000
	Relationship Manager / Account Officer	S1	3-5	7,000,000	15,000,000
	Relationship Manager / Account Officer	S1	5+	10,000,000	25,000,000
<b>INFORMATION TECHNOLOGY</b>					
	IT Director	S1	15+	150,000,000	300,000,000
	Senior Vice President	S1	12+	90,000,000	110,000,000
	Vice President	S1	10+	60,000,000	80,000,000
	IT Manager	S1	7-10	30,000,000	45,000,000
<b>INSURANCE</b>					
	Professional Insurance Advisor	S1	1+	2,700,000	3,500,000
	Policy Admin Service Staff	S1	1+	2,700,000	3,000,000
	Quality Assurance Staff	S1	1+	2,700,000	3,614,500
	Quality Monitoring Staff	S1	1+	2,700,000	3,000,000
	Telemarketing Officer	S1	1+	2,700,000	3,000,000

# ENGINEERING INDUSTRY

Manufacturing is expected to grow 5.7 per cent in 2016, according to the Industry Ministry as investments continue to flow into Indonesia, exports continue to be realised and production from small, medium and large enterprises remain strong.

The sector contributed 17.9 per cent of the national gross domestic product in 2014. Excluding oil and gas companies, manufacturing grew 5.2 per cent in the first nine months of 2015, with direct investments from local companies reaching Rp 20 trillion in the same period, while foreign companies invested up to US\$3.15 billion.

Hotel construction is another bright spot, expected to account for Rp 21 trillion of spending, growing 16 per cent in line with the rising importance of tourism. An estimated 21 per cent of new projects are located in the Greater Jakarta area. Business activity from abroad may also receive a boost driven by activities from the Asean Economic Community.

The mining sector however has weakened on the back of falling commodity prices. Coal shipments from Indonesia, the number one exporter of thermal coal globally, is expected to fall as much as 17 per cent this year.

The coal sector and related industries employ about one million people. According to the Indonesian Coal Mining Association, about 60 to 70 per cent of domestic producers have insufficient cash flow to sustain their business, with some halting production or selecting easier sites to mine.

To help the sector, the government has abandoned plans to ramp up coal royalties. It also set a target of building 35 gigawatts of new power stations by 2019, with the majority expected to be coal-powered even as the country commits to cutting greenhouse gas emissions.



# CONSTRUCTION & PROPERTY

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Project Manager - High Rise Building	S1	10+	30,000,000	70,000,000
Project Engineer	S1	5-8	18,000,000	30,000,000
Construction Manager - High Rise Building	S1	10+	25,000,000	50,000,000
Construction Engineer	S1	5-8	18,000,000	30,000,000
Health Safety Environment Manager	S1	10+	25,000,000	40,000,000
Health Safety Environment Engineer	S1	5+	10,000,000	23,000,000
Contract Manager	S1	10+	25,000,000	45,000,000
Contract Engineer	S1	5-8	10,000,000	23,000,000
Procurement Manager	S1	5-8	25,000,000	55,000,000
Senior Estimator	S1	5-8	12,000,000	25,000,000
Site Manager	S1	10+	15,000,000	30,000,000
Quality Manager	S1	10+	25,000,000	40,000,000
Architect	S1	5-8	8,000,000	15,000,000
Marketing General Manager	S1	10+	40,000,000	70,000,000
Marketing Manager	S1	10+	22,000,000	35,000,000
Legal Land Manager	S1	7+	30,000,000	40,000,000
External Relation Manager	S1	7+	30,000,000	40,000,000
Data Management Manager	S1	10+	30,000,000	40,000,000
Finance & Accounting Manager	S1	10+	20,000,000	25,000,000

# ENGINEERING, PROCUREMENT & CONSTRUCTION

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Business Development Manager	S1	10+	30,000,000	75,000,000
Project Manager	S1	10+	45,000,000	85,000,000
Project Engineer	S1	8+	30,000,000	50,000,000
Project Control Manager	S1	10+	30,000,000	50,000,000
Project Control Engineer	S1	5-8	15,000,000	30,000,000
Cost Control Engineer	S1	5-8	15,000,000	30,000,000
Contract Engineer	S1	5-8	15,000,000	30,000,000
Engineering Director	S1	10+	75,000,000	125,000,000
Engineering Manager	S1	10+	50,000,000	85,000,000
Process Engineer	S1	5-8	15,000,000	40,000,000
Process Safety / Loss Prevention Engineer	S1	5-8	15,000,000	45,000,000
Mechanical Rotating / Static Engineer	S1	5-8	15,000,000	35,000,000
Piping Engineer	S1	5-8	15,000,000	35,000,000
Pipeline Engineer	S1	5-8	15,000,000	40,000,000
Electrical Engineer	S1	5-8	15,000,000	35,000,000
Instrumentation Engineer	S1	5-8	15,000,000	35,000,000
Automation Engineer	S1	5-8	10,000,000	35,000,000
Civil Engineer	S1	5-8	15,000,000	35,000,000
Offshore Structural Engineer	S1	5-8	15,000,000	40,000,000
Supply Chain Manager	S1	10+	30,000,000	60,000,000
Construction Manager	S1	10+	40,000,000	75,000,000
Construction Engineer	S1	5-8	10,000,000	30,000,000
Fabrication Engineer	S1	5-8	15,000,000	35,000,000
HVAC Engineer	S1	5-8	15,000,000	35,000,000
Health Safety Environment Manager	S1	10+	25,000,000	50,000,000
Health Safety Environment Engineer	S1	5-8	10,000,000	25,000,000
Quality Control Manager	S1	10+	25,000,000	50,000,000
Quality Control Engineer	S1	5-8	10,000,000	25,000,000

# ENGINEERING & TECHNICAL (MANUFACTURING)

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Engineering Director	S1	10+	70,000,000	100,000,000
Engineering Manager	S1	10+	35,000,000	70,000,000
Project Manager	S1	5-8	35,000,000	80,000,000
Construction Manager	S1	7-10	30,000,000	70,000,000
Program Manager	S1	5-8	30,000,000	40,000,000
Planning Manager	S1	5-8	25,000,000	35,000,000
Production Manager	S1	7-10	25,000,000	35,000,000
Maintenance & Reliability Manager	S1	7-10	25,000,000	45,000,000
Material Manager	S1	5-8	25,000,000	35,000,000
Senior Design Engineer - Automation	S1	5-7	12,000,000	20,000,000
Planner	S1	3-5	7,500,000	12,000,000
Process Engineer	S1	3-5	7,500,000	12,000,000
Production Engineer	S1	3-5	7,500,000	15,000,000
Project Engineer	S1	3-5	10,000,000	25,000,000
Quality Assurance Engineer	S1	3-5	7,500,000	15,000,000
Development Engineer	S1	3-5	7,500,000	15,000,000
Electrical Design Engineer	S1	3-5	7,500,000	15,000,000
Electrical Engineer	S1	3-5	7,500,000	15,000,000
Mechanical Design Engineer	S1	3-5	7,500,000	15,000,000
Service Manager	S1	10+	30,000,000	50,000,000

# MINING

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Land Acquisition Manager	S1	8+	25,000,000	50,000,000
Exploration Manager	S1	10+	50,000,000	100,000,000
Field Geologist	S1	5-10	20,000,000	45,000,000
Civil Engineer	S1	5-10	15,000,000	35,000,000
Mechanical Engineer	S1	5-10	15,000,000	35,000,000
Electrical Engineer	S1	5-10	15,000,000	35,000,000
Process Engineer	S1	5-10	25,000,000	45,000,000
Health Safety Environment Engineer	S1	5-10	20,000,000	45,000,000
Geologist Development	S1	5-10	20,000,000	45,000,000
Geotechnical Engineer	S1	5-10	20,000,000	45,000,000
Metallurgist Engineer	S1	5-10	20,000,000	45,000,000
Mining Manager	S1	10+	45,000,000	85,000,000
Mine Engineer	S1	5-10	20,000,000	45,000,000
Drilling & Blasting Engineer	S1	5-10	20,000,000	45,000,000
Maintenance Manager	S1	10+	45,000,000	85,000,000
Business Development Manager	S1	10+	30,000,000	75,000,000
Chief Operating Officer	S1	10-20	150,000,000	300,000,000
Chief Marketing Officer	S1	10-20	100,000,000	160,000,000
Senior Geotechnical Engineer	S1	10-15	50,000,000	80,000,000
Senior Geologist	S1	10+	40,000,000	70,000,000
Health Safety Environment Manager	S1	10+	35,000,000	60,000,000
Supply Chain Manager	S1	10+	35,000,000	50,000,000
Sales Manager - Heavy Equipment	S1	5-8	15,000,000	35,000,000

# OIL AND GAS

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Business Development Manager	S1	10+	50,000,000	100,000,000
Offshore Installation Manager	S1	10+	50,000,000	100,000,000
Drilling Engineer	S1	7-15	35,000,000	70,000,000
Geotechnical Engineer	S1	7-10	35,000,000	70,000,000
Geologist Engineer	S1	7-10	35,000,000	70,000,000
Senior Geologist Engineer	S1	10-15	70,000,000	100,000,000
Geophysicist Engineer	S1	7-10	35,000,000	70,000,000
Petrophysicist Engineer	S1	7-10	35,000,000	70,000,000
Subsea Engineer	S1	7-10	35,000,000	75,000,000
Pipeline Engineer	S1	7-15	35,000,000	75,000,000
Production Engineer	S1	7-10	35,000,000	70,000,000
FLNG Engineer	S1	7-10	35,000,000	70,000,000
Petroleum Engineer	S1	7-10	35,000,000	70,000,000
Reservoir Engineer	S1	10-15	35,000,000	70,000,000
Hull Outfitting Engineer	S1	7-10	35,000,000	70,000,000
Completion Engineer	S1	7-10	40,000,000	75,000,000
Procurement Lead	S1	10+	40,000	75,000,000
Health Safety Environment Manager	S1	10+	45,000,000	75,000,000
Financial Analyst	S1	5+	10,000,000	20,000,000
Industrial Sales Executive	S1	3-5	5,000,000	8,000,000

# INFORMATION TECHNOLOGY

The IT and communications (ICT) industry accounts for 2.7 per cent of Indonesia's US\$900 billion gross domestic product. While still small, it is seen as an enabler and could become an engine of growth for the country.

Computer hardware sales are expected to rise in the high single digits over the next five years, while software and IT services will see double-digit growth, driven by income growth, enterprise and public sector modernisation and still modest penetration rates.

Inbound smartphone shipments are set to grow by 20 per cent to nearly 30 million in 2015, giving a further boost to e-commerce, according to market researchers International Data Corporation (IDC).

Of the estimated 75 million Internet users across the country, 5.9 million have shopped online, according to a report from SingPost, a Singapore logistics firm. It estimates online sales will reach US\$3.56 billion in 2015, up from US\$2.6 billion in 2014. The government is also currently considering whether to open the e-commerce industry to foreign competition.

The IT landscape continues to evolve rapidly. As more traditional companies adapt to the digital marketplace, IT skills will continue to see strong demand.

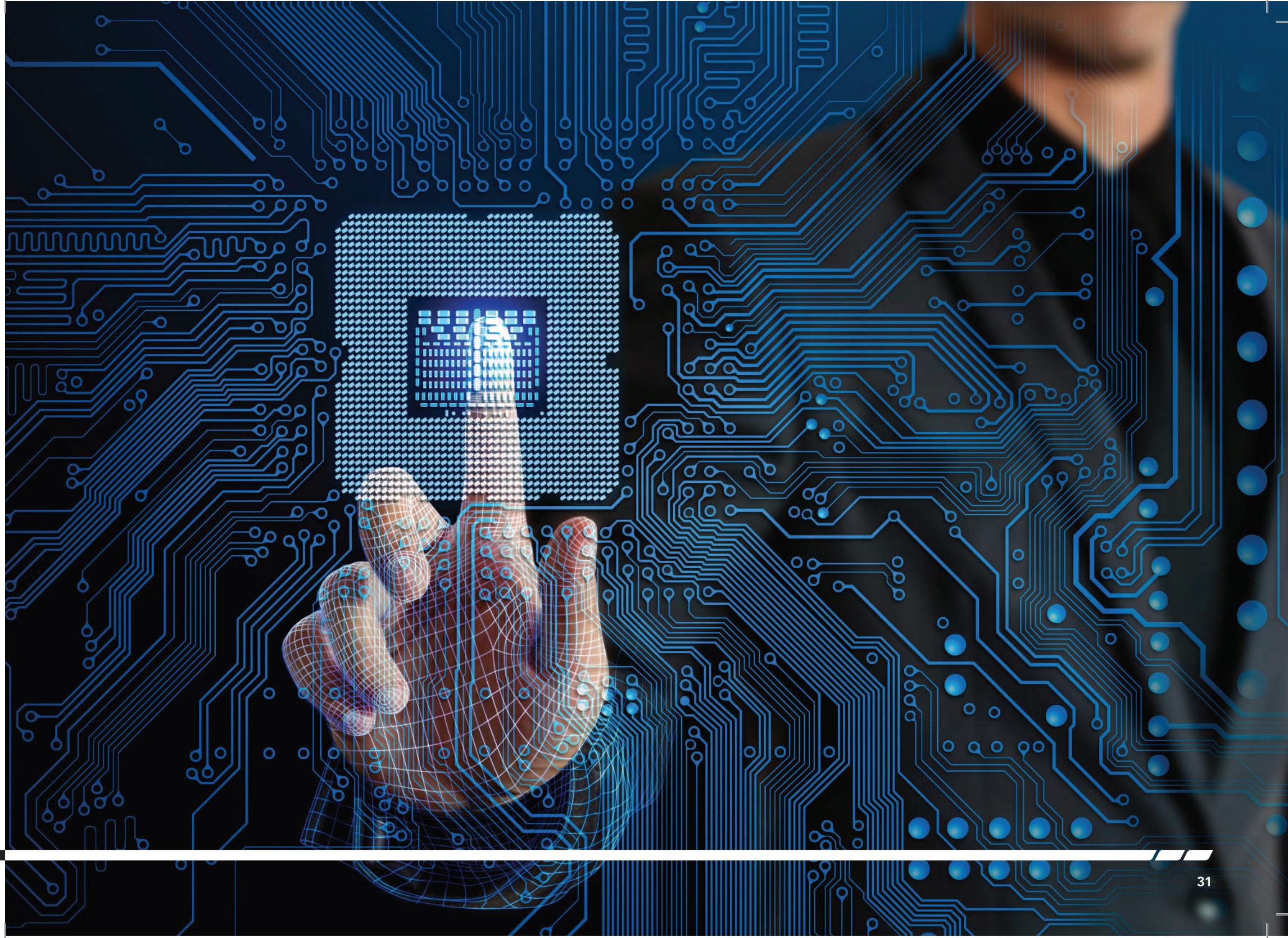


# E-COMMERCE

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Merchandising Manager	S1	3-5	20,000,000	30,000,000
Operations General Manager	S1	7+	60,000,000	90,000,000
General Manager - Corporate and Strategic Planning	S1	10+	60,000,000	90,000,000
Sales Manager	S1	5+	20,000,000	30,000,000
Sales Executive	S1	3-5	5,000,000	10,000,000
Digital Marketing	S1	5+	25,000,000	55,000,000
Content Manager	S1	5+	20,000,000	40,000,000
Product Manager	S1	5+	25,000,000	50,000,000

# INFORMATION & TECHNOLOGY

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Country Manager	S1	10+	125,000,000	250,000,000
Sales Director	S1	7+	90,000,000	120,000,000
Team Leader Sales Manager	S1	7+	30,000,000	60,000,000
Sales Manager Software	S1	5-8	15,000,000	35,000,000
Post-sales Consultant	S1	5+	20,000,000	45,000,000
Pre-sales Consultant	S1	5+	20,000,000	40,000,000
Account Manager / Sales Manager	S1	5+	25,000,000	45,000,000
Inside Sales Representative	S1	3-5	5,000,000	15,000,000
Enterprise Architect	S1	8+	10,000,000	20,000,000
Solutions Architect	S1	5+	7,000,000	25,000,000
Analyst Programmer / Software Engineer	S1	2-6	5,000,000	15,000,000
Software QA / Test Analyst	S1	3-5	8,000,000	15,000,000
Project Manager	S1	5-10	20,000,000	50,000,000
Project Manager – Infrastructure	S1	5-10	20,000,000	40,000,000
IT Project Lead	S1	5-8	15,000,000	35,000,000
Software Developer	S1	5-10	15,000,000	35,000,000
Analyst Programmer / Software Engineer	S1	2-5	5,000,000	15,000,000
Security Consultant	S1	5-7	10,000,000	20,000,000
Storage Consultant	S1	3-7	5,000,000	15,000,000
Business / Systems Analyst	S1	3-6	7,000,000	18,000,000
Systems / Network Administrator	S1	2-6	6,000,000	15,000,000
Technical Consultant	S1	3-6	10,000,000	15,000,000
Database Administrator	S1	4-7	7,000,000	17,000,000
IT Auditor	S1	4-7	7,000,000	17,000,000
Helpdesk Analyst	S1	1-3	4,000,000	7,000,000
Accounting Officer	S1	4-7	8,000,000	12,000,000
Assessor	S1	1+	2,700,000	3,500,000
Field Engineer	S1	5-10	10,000,000	15,000,000



## LIFE SCIENCES

Indonesia's life sciences industry covers many diverse subsectors including agriculture, fisheries, animal farming, tourism, medicine and renewable energy.

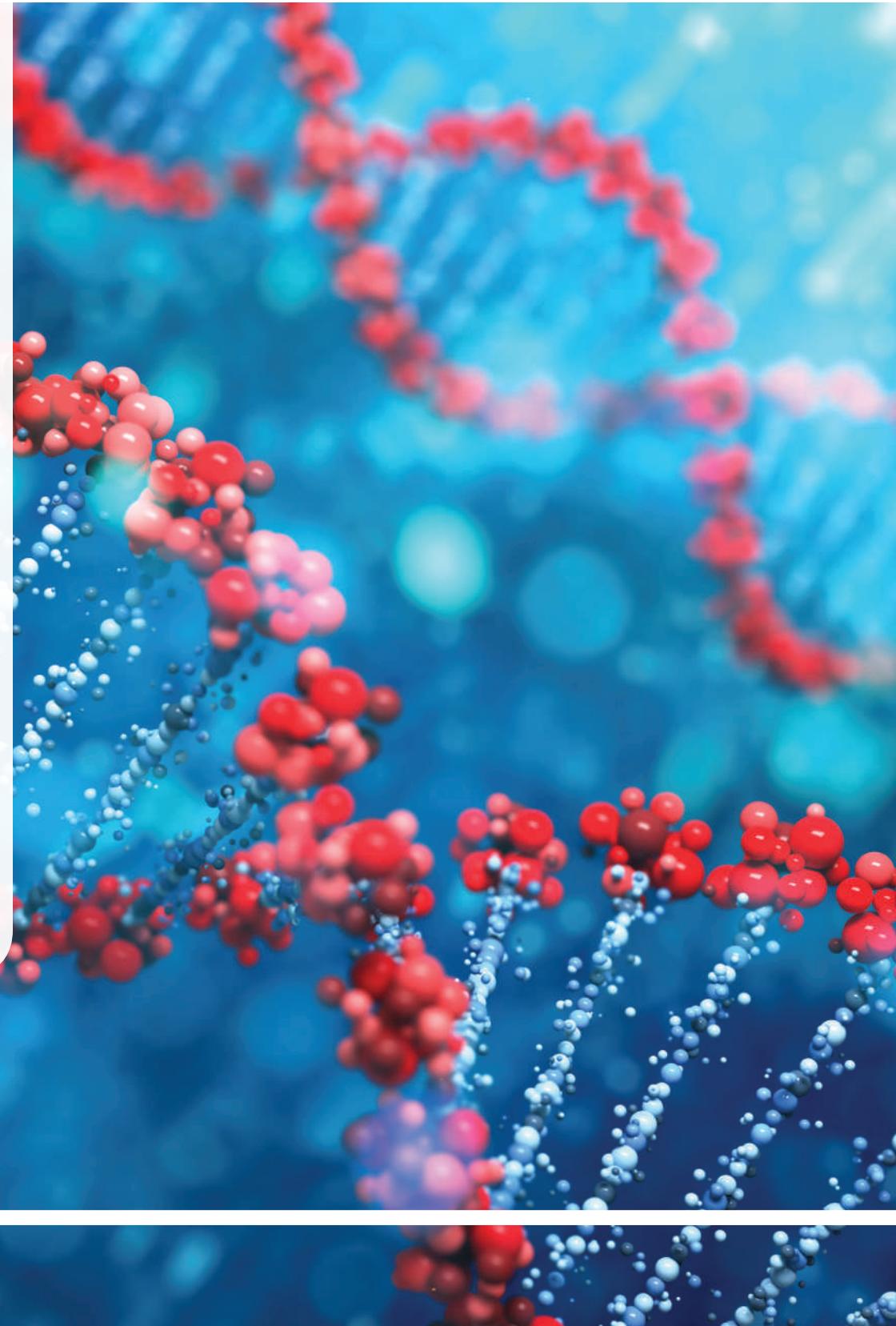
With about 175 listed local and multinational manufacturing companies in the pharmaceutical sector, the pharma market is estimated to be worth US\$6.24 billion, with the total healthcare market at around US\$23 billion.

The country implemented its Jaminan Kesehatan Nasional coverage plan in 2014, more recently expanding and rebranding it as Healthy Indonesia Card. In addition, as the middle class continues to expand, increasing demand for quality healthcare is expected, supporting the growth of private hospitals, medical devices and medicines.

The implementation of the ASEAN Economic Community (AEC) in end 2015, may also give a boost to local pharma companies to expand their exports. Planned initiatives of the AEC include a gradual harmonisation of regulatory approvals and efforts to protect intellectual property, helping global pharmaceuticals develop a regional model to manage emerging and mature markets in Southeast Asia.

Indonesia's sugar industry is tightly regulated and has two tiers. Households, retail and small-to-medium sized firms rely on domestic white sugar supplied by a network of older mills, while modern refineries import raws for large-scale food and beverage industries, mostly from Brazil, Thailand and Australia.

However, many refineries were forced to close late 2014 and early 2015 after the government curbed imports. The government may relax raw sugar import regulations in 2016 and indicated it may set quotas every six months rather than quarterly to ensure certainty of supply for refineries. In addition, the trade ministry had said import tariffs will remain at 5 per cent to protect domestic producers.



# CHEMICAL

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Account Manager - Water Solution	S1	7+	25,000,000	40,000,000
Sales Development Manager	S1	7+	20,000,000	35,000,000
Key Account Manager - Microbiological Control	S1	5+	10,000,000	18,000,000
Business Development Executive - Automotive	S1	3+	10,000,000	15,000,000
Customer Service Lead	S1	5+	10,000,000	15,000,000
Technical Sales Support	S1	3+	10,000,000	15,000,000
Business Development Manager	S1	10+	30,000,000	45,000,000
Quality Assurance Officer	S1	3+	5,000,000	7,000,000
Quality Assurance Manager	S1	7+	25,000,000	40,000,000
Distribution Manager	S1	7+	25,000,000	40,000,000

# LIFE SCIENCES & MEDICAL DEVICES

	QUALIFICATION	EXPERIENCE (YEARS)	SALARY RANGE IN IDR (PER MONTH)	
			MIN	MAX
Housekeeping Supervisor	S1	1-3	3,000,000	5,000,000
Human Resources Manager	S1	10+	20,000,000	25,000,000
Product Specialist	S1	10+	16,000,000	30,000,000
Product Specialist	S1	5-10	10,000,000	15,000,000
Product Manager Immunology	S1	5-10	10,000,000	15,000,000
Product Specialist	S1	1-5	4,000,000	9,000,000
Head of Human Resources	S1	15+	40,000,000	70,000,000
Human Resources Manager	S1	10+	20,000,000	25,000,000
Purchasing Staff	S1	1-3	2,700,000	4,000,000
Category Manager	S1	5+	8,000,000	12,000,000
Head of Legal	S1	10+	50,000,000	80,000,000
Accountant	S1	1-3	2,700,000	3,000,000
Accounting Admin	S1	1-3	5,000,000	6,000,000
Accounting Analyst	S1	3+	8,000,000	9,000,000
Tax Admin	S1	3+	6,000,000	8,000,000
Accounting Clerk	S1	1-3	4,000,000	5,000,000
CMG Franchise Admin	S1	3+	5,000,000	6,000,000
Human Resources Clerk	S1	1-3	4,000,000	5,000,000
Secretary	S1	5+	10,000,000	12,000,000
Logistic Admin	S1	3+	4,500,000	5,500,000
Continuing Medical Education Coordinator	S1	3+	4,500,000	5,500,000
Head of Medical Affair / Director	S1	15+	50,000,000	90,000,000
Corporate Communication Director	S1	15+	70,000,000	100,000,000
Regulatory Head	S1	15+	50,000,000	90,000,000



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